

SOCIAL MARKETING FOR SOCIAL INNOVATION: THE WORK INTEGRATION PLAN OF SPANISH RED CROSS AS A CASE STUDY

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Abstract:

Spanish Red Cross launched in 2000 the Work Integration Plan, aimed at promoting the employment of most vulnerable segments of population, in order to achieve their inclusion in society through job opportunities. The Work Integration Plan is designed so that people involved in its different initiatives can improve, through orientation and training, their opportunities of getting a job. To reach that goal, they use different social marketing strategies, mainly based on humour as a means of impact and support.

The main objective of this case study is to analyse actions, programs and integrated projects, carried out by Spanish Red Cross within its Work Integration Plan, to improve the work integration of groups considered most vulnerable (such as immigrants, youth at risk of social exclusion, women with social difficulties...) and contextualize them within the social innovation framework.

Resumen:

Cruz Roja Española puso en marcha en el año 2000 el Plan de Empleo, dirigido a promover la inserción laboral de las personas con más dificultades, para conseguir su inclusión social. El Plan de Empleo trabaja para que las personas que participan en sus diferentes iniciativas mejoren, a través de orientación y de formación, sus oportunidades de acceder a un empleo. Para conseguir ese objetivo, utilizan distintas estrategias de marketing social, basadas principalmente en el humour como medio de impacto y apoyo.

El objetivo principal de este estudio de caso es el de analizar las acciones, programas y proyectos integrados, llevadas a cabo por Cruz Roja Española dentro de su plan de empleo, para mejorar la inserción laboral de los grupos considerados más vulnerables (como los inmigrantes, los jóvenes en riesgo de exclusión social, mujeres con dificultades sociales...) y contextualizarlos dentro del marco de la innovación social.

1. Introduction

Social innovation can be defined as the development and implementation of new ideas (products, services and models) to meet social needs and create new social relationships or collaborations. It represents new responses to pressing social demands, which affect the process of social interactions. It is aimed at improving human well-being. Social innovations are innovations that are social in both their ends and their means. They are innovations that are not only good for society but also enhance individuals' capacity to act" (European Commission, 2013a, p. 6). Social innovation is an impact that can be attributed to a great extent to the third sector (Anheier et al., 2014), and include those processes, products, and initiatives which profoundly challenge the system that created the problem that they seek to address (Westley and Antadze, 2010).

According to the definition of Andreasen (2011) social marketing is the application of commercial marketing concepts and tools to influence the voluntary behaviour of target audiences to improve their lives or the society of which they are a part. This strategically oriented discipline relies on creating, communicating, delivering and exchanging offerings that have positive value for individuals, clients, partners, and society at large (Lee et al., 2011). Thus, there are two critical attributes of social marketing: the objective of social marketing is to influence the behaviour of target market members, and behaviour change on the part of target market members must be voluntary (Maibach, 2002).

To summarize, we can understand social marketing as an attempt to change the behaviour of people in society in order to increase overall well-being. Social marketing is often used as a tool to achieve socially innovative outcomes or impacts, i.e. new ways to improve the well-being of communities. In this context, Spanish Red Cross uses different social marketing tools in order to offer new responses to pressing social demands. Coming up next, we will realize one in-depth analysis about the social marketing strategies and concrete actions undertaken by this institution in order to achieve a social innovation impact through its Work Integration Plan.

Spanish Red Cross is a humanitarian and voluntary organisation that operates under the protection of the Government of Spain and the High Patronage of the King of Spain. Founded on July 6, 1864, under the auspices of the Hospitaller Order of St. John of Jerusalem, it is declared as a "Public Utility Entity" entitled to tax breaks available for nonprofit organizations (NPOs) in Spain. Currently, Spanish Red Cross relies on around 210,000 specialized volunteers, and the work of more than 10,000 paid professionals, and is supported by over 1,200,000 members to fulfil their goals as well. Over 35% of the incomes of Spanish Red Cross come from private sources, which account for more than 180 million €, of which partners have contributed with over 110 million €, and have been sold more than 34 million € through the Gold Grand Prize Lottery. In 2014, thanks to contributions from donors, the Spanish Red Cross could attend those groups that are in a vulnerable situation, obtaining 3,633,086€ through private donations and 781,029€ through public subsidies. Furthermore, it had revenues of more than 55 million (55,941,813€) through lotteries. Finally, highlights that in 2014 the value of the contributions from companies and other private entities has achieved for the whole of Spanish Red Cross the figure of 11,000,802 euros (Cruz Roja Española Memoria, 2015).

Spanish Red Cross is part of the International Federation of Red Cross and Red Crescent, which aims to alleviate human suffering through immediate assistance according to each particular situation. The contemporary idea of the right to humanitarian aid, originates from the founder of the Red Cross, Henry Dunant. In his work *Memory of Solferino* (1862), he shows the horror of the slaughter he saw in 1859, during the Battle of Solferino, where health care for the wounded and sick barely existed. Given this apocalyptic scene, he improvised a hospital in the church of Castiglione, to treat the wounded, being women of the town, as volunteers, who assisted with the available materials and improvised means.

The evolution of Spanish Red Cross has always been in a constant adaptation to changing social needs and problems. Nowadays the main objective of this institution is providing comprehensive answers to the needs of vulnerable people, with a human development perspective. Its mission is to be closer to the vulnerable people at the national and international levels through integrated actions, carried out by volunteers and with broad social participation.

Regarding its current target segments, the actions carried out by Spanish Red Cross focus mainly on care for vulnerable people: people in situation of extreme vulnerability, immigrants and refugees, prisoners and ex-prisoners people, women with social difficulties, elderly, dependents and care givers, people with disability, children and young people with social problems, people affected by HIV-AIDS, drug addicts, disadvantaged or broken families, people affected by mental illness, as well as other groups. In addition, Spanish Red Cross also carries out studies and projects of social innovation, youth, international cooperation, health, environment and emergency relief, dissemination of principles and values, volunteering and participation, local development, campaigns and exhibitions, quality, information systems, legal affairs, prevention service, workforce, and economic issues (Cruz Roja Española Memoria, 2015).

Regarding its main programs and related campaigns, Spanish Red Cross is developing *foster care*, which consists on families hosting children temporarily replacing a protection centre; *telecare*, uninterrupted call service that connects users with the alarm centre of the Red Cross; *PRE20* as a prevention multichannel that use information, participation and training in order to promote healthy habits and prevent diseases and injurious lifestyle; *ATENPRO*, an 24 hour service that provides care and protection for women victims of domestic violence; *About Gender*, an informative portal on gender equality, among other relevant programs. But in this paper, we will focus our attention on its *Work Integration Plan* as a case study, and especially in the 'It really is not funny' campaign.

Additionally, this nonprofit organisation has a wide network of both cross-sector partnerships (collaborations with companies) and intra-sector partnerships (collaborations with other NPOs such as charitable foundations, mainly corporate ones) in different sectors, such as Inditex, Santander bank, Telefonica, Iberdrola, Accenture, Repsol Foundation, The Coca-Cola Company, and so on. Also, Spanish Red Cross has implemented different types of collaborations with these organisations, for instance, through involvement in achieving the results of a project or a specific action area, donations, provide support for an Work Integration Plan (through training, recruitment, allocation of spaces for free...), memberships, and other forms of collaboration such as hiring its training courses, buying in the Red Cross Store or commercializing the tickets of the *Gold Grand Prize Lottery*, that is the only annual lottery to deliver its prizes in gold bars, and Red Cross volunteers are mainly in charge of selling its tickets in the streets (Rey-García et al., 2013).

2. Case development

2.1. The social marketing offering: customized paths for work integration

The Work Integration Plan for vulnerable groups managed by the Spanish Red Cross involves public entities, universities, other NPOs and businesses. After more than ten years, 350.719 people were assisted through this program: 307,417 received work counselling, 122.626 were trained, 136,298 jobs were obtained and 737 new companies were created. In this social marketing plan a series of actions, programs and integrated projects are joined to improve the work integration of groups considered most vulnerable (such as immigrants, youth at risk of social exclusion, women with social difficulties, prisoners and ex-prisoners, people with disabilities, drug addicts or ex-addicts and long-term unemployed).

This Plan provides services for the reception and work orientation of these groups, and the design of a *customized path of work integration* for each individual, that is aimed at both the external labour market and/or the own institution itself. This path integrates a training plan, an individualized accompaniment to socio-professional work integration, access strategies for employment and entrepreneurship and finally, strategies of job maintenance. This offering should be considered an innovation in itself in a Spanish context (Cruz Roja Española, 2015).

2.2. Target segments of the Work Integration Plan

In Spain, as a result of the economic crisis, the unemployment rate has increased from 8.57% (2007), to 21.18% currently (INE, 2015). Unemployment has become the most critical social problem in the country. Proof of this, are the 4,850,800 unemployed people, the particularly high rate among youth (46.6%), and instability in the jobs (from a total of 15,376,500 contracts registered in 2015, only 1,268,400 are permanent, and the rest are temporary contracts (Ministerio de empleo y seguridad social, 2015).

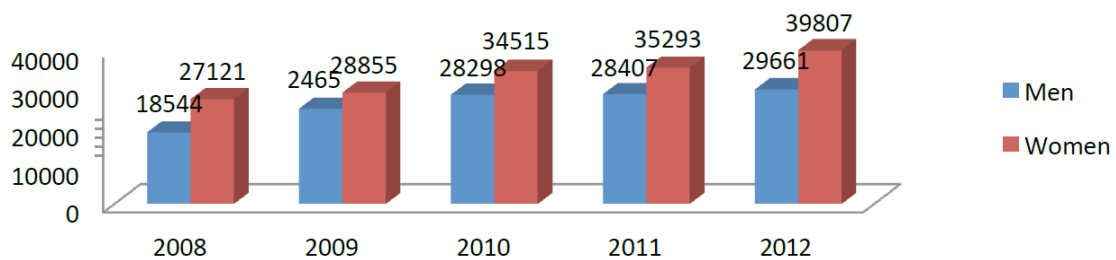
Given this situation, the number of participants in the Work Integration Plan of Spanish Red Cross has multiplied by 1.5 since the beginning of the crisis, from the 45,000 people served in 2008 to nearly 70,000 in 2012. In total, since the Plan was launched in 2000, the Red Cross has assisted 300,000 vulnerable people, recording a large increase in the crisis period of 2008- 2012, with nearly 195,000 participants in the external labour market interventions.

During this period of crisis, not only the employment needs of already vulnerable segments of population have expanded and deepened, but also an increased risk of social exclusion due to job loss has emerged among formerly integrated segments of population; particularly among those suffering long-term unemployment.

The main objective of the Spanish Red Cross is to minimize the impact of the crisis, especially with regard to employment, among the most socially vulnerable people. Thus, the target audience of this plan are vulnerable and unemployed people. The prevailing profile of beneficiaries is women (55 per cent), less than 30 years (25 per cent) and 52 per cent only have primary or lower secondary education.

The most significant change in the profile of beneficiaries of the Work integration plan over time has consisted of their geographic origin. While in 2008 the majority were immigrants (74%), in 2012 the national population had increased its stake by 17 per cent, from 25.63 per cent in 2008 to almost 43 per cent in 2012 (Balance de inserción laboral de Cruz Roja, 2008-2012).

Graphic 1. Number of participants in the Work Integration Plan of Spanish Red Cross (2008-2012)



Source: Authors' elaboration from Work integration balance document of Red Cross; 2008-2012

2.3. "It really is not funny" campaign

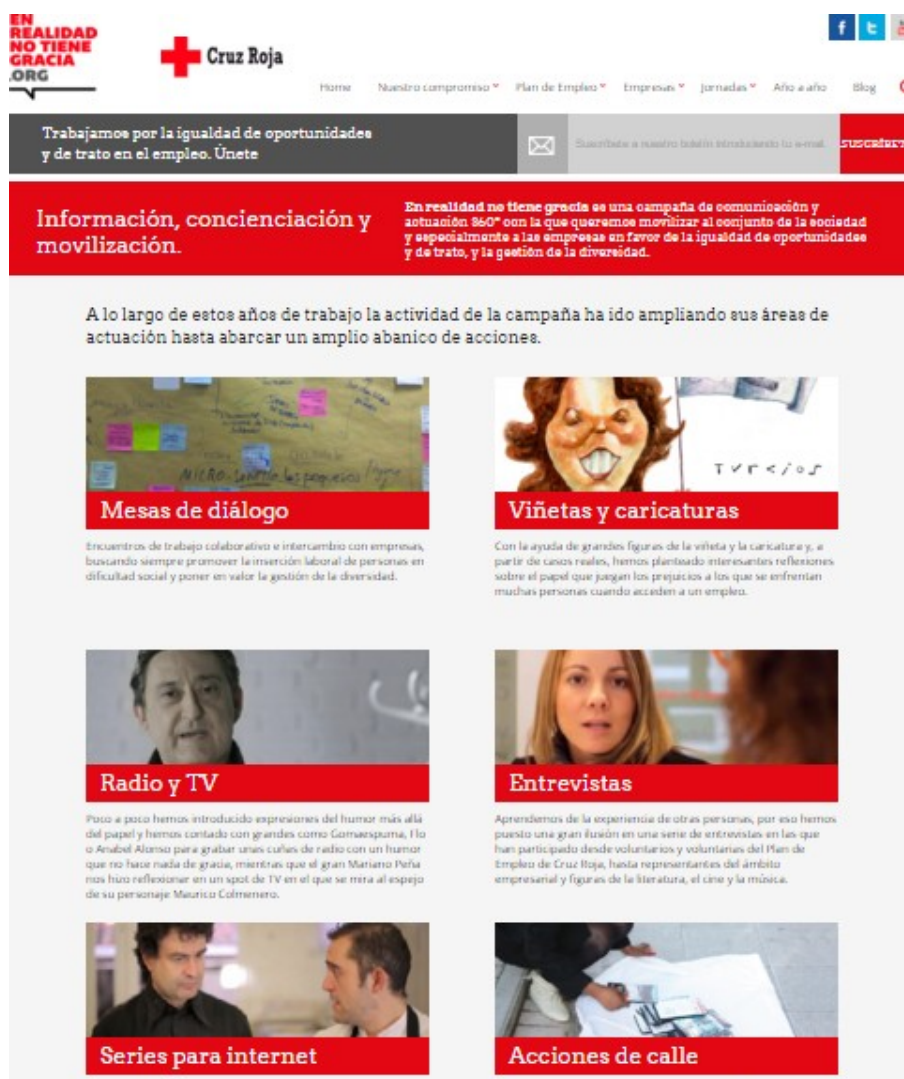
"It really is not funny" ("En realidad no tiene gracia", <http://www.enrealidadnotienegracia.org>) is a communication campaign whose main objective is to mobilize the whole of society (thus labelled as a 360° campaign, aimed towards all types of target audiences), and especially the companies in favour of equality of opportunity and treatment, and management of diversity in the work place.

This campaign belongs to the realm of the Work Integration Plan and is being carried out through humour as a means of impact and support. To do that, this campaign has been endorsed by many famous people such as the actor Mariano Peña (Mauricio Colmenero in 'Aida' TV series), and Pepe Rodríguez (Spanish renowned chef and juror in the program 'Masterchef Spain'), among other celebrities.

The campaign has encompassed a wide range of *social marketing tools*, such as social media, online series, interviews, publications, and other events and workshops. In the following paragraphs, we briefly discuss each one of them, and give some examples.

2.4. Social media

Social media are platforms or tools created to exchange and share ideas, opinions and other contents, through publications in the different media. They are based on social interactions between individuals, and sometimes pursued to make people aware of the importance and gravity of some problems or issues of general interest.

Figure 1. Home screen of “En realidad no tiene gracia” website (Spanish Red Cross)

Source: [<http://enrealidadnotienegracia.org/que-queremos/>], as available at 11/11/2015

Some good examples are, within the “It really is not funny” campaign, the *street actions*. Maybe the most relevant is “Top manta sin gracia 2012” (<https://www.youtube.com/watch?v=K-WsnDKeYbI>), an experiment made on the street in order to raise awareness among people by the difficulties of being woman or foreign, because employers focuses on the accent or provenance, not in skills, talent, experience, or ability to do a job. All these prejudices constitute a barrier for many immigrants who want to participate on equal terms in the labour market, and contribute to the development of our society.

In this “Top manta sin gracia 2012”, highlighting the following “funny” movies:

ABARATAR: A planet full of immigrant women, in which you can find cheap workforce, without having to provide them a minimum security conditions.

NO ES PAÍS PARA VIEJAS: Many women leave their homes to go in search of work in another country, but if they are over 45 years old, and also they are foreign, no one wants to offer them a future.

ABORIGEN: Finding a job on the other side of the country or the world being Aboriginal women, can become a nightmare.

MINÚSCULO: In a terrifying economic environment, where there are many cuts, if you're a woman and you come from another country, the salary can become tiny.

Figure 2. Examples of movies in the “Top manta sin gracia 2012” campaign



Source: [<https://www.youtube.com/watch?v=K-WsnDKeYbI&list=PLA2D71CC677CBD393>], as available at 16/11/2015

Another project undertaken by the Red Cross to help to visualize and eliminate the barriers that many people find when entering to the labour market is “*Rare Faces for Equality*” project, which aim consist on ending with some unpleasant situations using humour and irony, such as when an employer asks a woman if she wants to become pregnant. To carry out this initiative only is necessary to post a tweet with one photo of surprised or outraged face, with the label #EstaCaraSeMeQueda and the phrase that represent that situation.

Another relevant initiative promoted by Spanish Red Cross is the *Social Photography Competition “Mundo Diverso”*. This project consists on people post photos on twitter sharing their vision of a more diverse and rich society, in order to give greater visibility to cultural diversity of our society. To encourage the participation of the people, the 12 finalist photos will take part in Calendar of Work Integration Plan of Spanish Red Cross, and the author of the winning photo will receive a camera.

In addition, several famous comedians and actors have collaborated with Red Cross, *recording very short audios* with a joke about immigration, diversity and work integration, lasting 30 to 40 seconds, and next saying the following sentence: “It really is not funny”, and explaining seriously the gravity of the situation. The main objective of these videos is to show everyone that the work integration and diversity are serious problems that require real and proactive solutions, although in media like TV or radio people joke with these issues daily (En realidad no tiene gracia, 2015).

2.5. Online series

A web series is a series created for its distribution through Internet, and is part of the new and emerging media called web television. They are normally structured by episodes divided into seasons, and can be distributed for free via platforms such as YouTube.

“*Recipes for work integration*” is a new social action implemented by Spanish Red Cross, within the “It really is not funny” campaign, with which shows a different type of cuisine collected in a webseries of seven chapters starring by Pepe Rodriguez, juror of TV show MasterChef. In each of these videos, important issues such as equality between men and women, cultural diversity, the influence of age, motivation and talent management are discussed, among others (each of these issues is an ingredient). To sum up, it is a web series that talks about important subjects for companies and the whole society, being that work integration and diversity management are some of the great challenges of the XXI century when we talk about employability and business development.

Spanish Red Cross launched a proposal for culinary creativity, which consist that anybody interested can share a recipe in order to promote the work integration.

2.6. Interviews with prescribers and publications

These interviews, organised by Spanish Red Cross, are mainly based on meetings with professionals from the business sector in order to discuss ideas, methods and strategies about employment policies aimed at creating a more fair and egalitarian society.

The “It really is not funny” campaign, within the Work Integration Plan of Spanish Red Cross, carried out a series of *interviews with several recognized professionals and celebrities* (business representatives and figures of literature, cinema and music), in order to tell their personal stories and think over different themes, such as the benefits of diversity management, other alternatives and opportunities in relation with employment, how diversity can enrich the company and society, how to eliminate employment barriers with enthusiasm, energy and commitment, and how to overcome prejudices and stereotypes that persist in the workplace.

Another example would be “*I laugh of the stereotypes*”, a space dedicated in the Spanish Red Cross blog that invites to cinema and TV professionals for reflecting on humour, stereotypes and social awareness through a series of interviews.

Finally, we must highlight the *publications of different articles* published within the framework of the “It really is not funny” campaign. For instance, the first year of the campaign, a publication entitled “Without words there are no facts” was issued, in which the challenges of the labour market were approached in terms of diversity, integration and equality of opportunity and treatment.

The article of Sonsoles Morales is also an example, including a deep reflexion about the diversity management, talent promotion and abilities in organisations (En realidad no tiene gracia, 2015).

2.7. Events and workshops

Different programs, meetings, projects, and other activities especially focuses on promoting work integration of the most vulnerable people and diversity management.

Since 2011 Spanish Red Cross launches “*dialogue tables*”, an area of joint work and co-creation, based on collaborative work and exchange. From these roundtables emerge reflections and other contributions that seek to promote the employment and work integration of disadvantaged people and to assess how well diversity is managed. In recent years, it has worked especially on the barriers and constraints that hinder the work integration of people in social difficulty, professional and transversal skills most valued by the labour market, and finally, in identifying specific skills related to concrete sectors and professional profiles. At the beginning of 2015, it had done 23 roundtables with participation of 130 companies (En realidad no tiene gracia, 2015).

On the other hand, Spanish Red Cross with the help of great figures of the *cartoons and caricatures*, and based on real cases, have raised interesting reflections about the role that play the prejudices that many people have to face when accessing to the labour market. As part of this activity, these caricaturists offered draw different people who go through a public place, in form of caricature, but finally they did not look like they thought, and they did not wish that others saw them so. Thus, the purpose of this activity was to eradicate the stereotypes and prejudices in the labour market, and remove the labour market barriers such as gender, age, and belonging to a different culture, among others.

Figure 3. Examples of caricatures in the ‘It really is not funny’ campaign



Source: [<http://enrealidadnotienegracia.org/anyo-a-anyo/grafica/>], as available at 13/11/2015

In addition, an association of trade and catering (On Gasteiz) invited Red Cross to participate in the *Summer Market*, one of the most important trade events of Vitoria. With this experience and with the support is being received by the small local businesses, the main objective is reflected on the role that plays local businesses in work integration, because the small business is given to promote the employability of profiles that in other areas of employment they would find many difficulties. A clear example is women and especially women with elderly or dependents relatives.

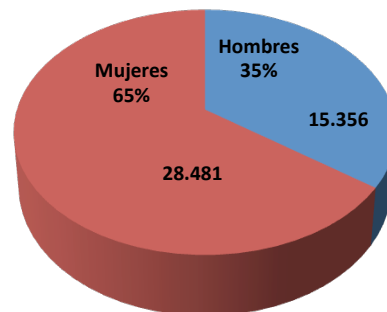
Diversity competence and talent workshops are key to addressing the diversity of people involved in the Work Integration Plan of the Spanish Red Cross. These workshops focus especially on providing the necessary resources to face and manage different situations, as much daily as job search, but incorporating diversity as an element that is present in these situations and can influence them, not only negative, but also positively. It is often said that diversity is a value that provides social innovation, but previously, it is necessary that the diversity contribute to the "personal innovation."

To end, the Work Integration Plan of Spanish Red Cross held last April in Madrid the *annual meeting "Work Integration Initiatives with Youth people"* organized and designed to continue advancing and improving social inclusion, work integration and prevention of inequality. For three days, they organized workshops, discussions and presentations to share experiences, strategies, opinions and conclusions, with the support of technicians from various regional offices of Red Cross that develop initiatives for youth employment. The main objective is to evaluate the work done, advance in the construction of models of intervention and establish future challenges (En realidad no tiene gracia, 2015).

2.8. results and keys to success of the Work Integration Plan

As a consequence of the Work Integration Plan of Spanish Red Cross, almost 44.000 people have joined to the labour market in the period of crisis (2008-2012), and 65 per cent of them were women (28.481). During this period, have entered to the labour market an average of 3.071 men and 5.696 women every year.

Graphic 2. People entering to the labour market as a result of the Work Integration Plan of Spanish Red Cross (2008- 2012)



Source: Authors' elaboration from Work integration balance document of Red Cross; 2008-2012

Among other relevant results in this period, highlights the 14,491 training activities and 672,159 hours of training, and the 105,307 people who have advanced in their ways toward the employment through training of Red Cross, of which 43,641 are men and 61,666 are women (Balance de inserción laboral de Cruz Roja, 2008-2012).

The success of the Work Integration Plan of Spanish Red Cross reside mainly on providing new answers and forms of intervention given the economic crisis in which we were. To do this, Red Cross combining different strategies in order to increase the scope of its actions and the efficiency of its results (optimize the maximum possible the available resources, to achieve more with the same or fewer resources).

Some examples of these strategies are the following: Reinforcement the training and professional qualifications, reinforcement the promotion of equal opportunities and treatment, enhance of the support for entrepreneurship, increase the time spent on each person, increase and diversification of activities, new partnerships with the for-profit sector, expansion and higher diversification of

funding sources, increase of volunteerism (the number of volunteers has tripled in the period 2008-2012, from 703 to 2.283 volunteers), and finally, extension of responsiveness (have been created 99 information and labour orientation devices) (Balance de inserción laboral de Cruz Roja, 2008-2012).

To conclude this part, it is necessary to highlight the innovation produced in form of communication of the “It really is not funny” campaign, that certainly had a very positive influence in achieving these results, intensify the information and sensitization campaigns to transmit the commitment to equality of opportunity and treatment in employment. Also, one of the most important aspects of this campaign is the use of humour as a means of impact and support.

3. Questions for discussion

Following this case study, it arise the next questions for discussion:

Question 1. *The main objective of Spanish Red Cross, through its Work Integration Plan is fight for equality of opportunity and treatment and the diversity management. What impact has this objective on economic and social development of organisations?*

Diversity is a recognizable source of creativity and innovation that can provide a basis for competitive advantage. On the other hand, it is also a cause of misunderstanding, suspicion and conflict in the workplace that can result in absenteeism, poor quality, low morale and loss of competitiveness (Bassett-Jones, 2005).

In our society, equality of opportunities and diversity is still not perceived as a value, as something that can enrich us socially, economically and individually. On the one hand, socially because diversity promotes the integration and development of the talent of each person regardless of age, sex or national origin. On the other hand, economically because it is shown that diversity management makes the most competitive organisations. Additionally, at individual level, diversity helps to enhance the talent, skills and self-confidence (Cruz Roja Española, 2015).

The literature shows that equality of opportunities and diversity are not always beneficial for organisations. If not handled properly, both can easily turn into a losing situation for all involved, leading to devaluation of employees who are perceived as culturally different, reinforcement of stereotypes and demoralisation, reverse discrimination against members of the majority group, and might increase the exposure to legal risks, among other issues. By contrast, if diversity and equality of opportunities are handled properly, this can lead to a win-win situation for organisations and workers as well (Von Bergen et al, 2002).

Question 2. *The Cross-sector partnerships between Spanish Red Cross and other organisations really contribute to encourage social innovation?*

More and more companies realise the usefulness of so called «social entrepreneurship», a partnership based on the interconnection of for-profit and nonprofit sectors, and on the initiation of long-term partnerships of business entities and nonprofit organisations upon carrying out socially desirable activities (Cibakova and Cihovska, 2014). Social innovations sometimes involve cross-sector partnerships. The Work Integration Plan managed by Spanish Red Cross is a clear example because it involves public entities, universities, and other nonprofit and for-profit organisations.

As we can see in the European project ITSSOIN (“Impact of the Third Sector as Social Innovation”), although the traditional model of WID in Spain has been focused on the third mode of integration (professional integration with permanent subsidies) defined by Davister et al. (2004); nowadays, the social innovation initiatives in work integration are more based on the second and fourth modes. For instance, the creation of permanent self-financed jobs in the medium term and the socialisation through a productive activity. In this sense, innovations like the personalized work paths for WID or the partnerships among public- private-third sector organisations, sponsored by large firms and diluting the role of public administrations, are clear examples of these categories: Personalized work paths have spread greatly for the last few years and have become an instrumental methodology for adjusting integration processes to individual needs and capabilities. The cross-sector partnerships lead by large business companies represents a major change in their traditionally more passive role. Businesses are expected to take an active role in gathering the different resources and capabilities of

the relevant actors in the field to find joint, coordinated solutions for integrating the most disadvantaged into the labour market time (Lallemand-Stempak. 2015).

To conclude, the most relevant social innovation trend has consisted of all WID traditional supporters (social economy and third sector entities) becoming more market oriented, both in terms of designing customized itineraries that allow disadvantaged segments of population to increase the chances to be hired by mainstream businesses, and in terms of establishing stronger partnerships with the business sector. The connected challenge remaining consists of achieving funding which turns these emerging initiatives into a true ecosystem that is economically sustainable over time (Lallemand-Stempak. 2015).

Question 3. *Is the increase of volunteering a determining factor in explaining the success of the Work Integration Plan of Spanish Red Cross? What is its impact on social innovation?*

In the period 2008-2012, Spanish Red Cross has experienced an increase in volunteering (the number of volunteers has tripled in this period, from 703 to 2.283 volunteers), therefore is likely that this increase is related to the success of the Work Integration Plan of Spanish Red Cross.

The higher the number of volunteers of an organization, the higher is the number of projects, campaigns and other activities that can be performed, and this might have a positive impact on social innovation, because social organisations, like Spanish Red Cross, play an important role to carry out a process of social transformation. These social organisations have the capacity to perform transversal actions, engage citizens, establishing partnerships with for-profit sector, providing services with social returns, dialogue with the government, among others (Anuario de Buenas prácticas de Cruz Roja, 2013).

According to the theoretical framework of the European project ITSSOIN, volunteers play an important role in producing social innovation. As the literature on volunteering clearly shows a higher level of well-being among volunteers, the exciting possibility emerges that volunteering may promote the well-being of participants. In this case, volunteering may not only be good for society as a whole, but also for the individual volunteers who spend time doing good works. Sceptics, however, dispute this possibility, arguing that the higher level of wellbeing among volunteers is not due to their volunteering activities, but merely reflects a higher willingness to volunteer among citizens who also report a higher level of wellbeing. When people are more satisfied with their own lives they are more likely to contribute to the well-being of others, the argument runs, but it makes no difference to their well-being at all. In this case, pre-existing levels of well-being determine volunteer choices, but are not affected by them.

Volunteers are a source of new ideas and there are many innovations that are initiated by volunteers on a local level (De Wit et al., 2015).

Table 1. Some figures regarding volunteering in the Work Integration Plan of Spanish Red Cross (2008-2012)

Work Integration Plan (2008-2012)	2008	2012
Volunteers	703	2283
Training activities	1828	3844
Training hours	83473	146670

Source: Authors' elaboration from Work integration balance document of Red Cross; 2008-2012

4. Conclusions

The Work Integration Plan of Spanish Red Cross is a recent and growing example of social innovation in Spain, according to the help and support provided to disadvantage people, who did not have an employment, the training hours dedicated to formation, and the training activities developed to enhance the work integration of the most vulnerable people, among others.

Spanish Red Cross, through its "It really is not funny" campaign, uses a wide range of innovative social marketing tools, as can be the use of the cinema (through the titles of movies) to raise awareness among people about the barriers suffered by disadvantaged people, the short web-series

produced with the participation of Pepe Rodriguez for talking about ingredients like talent, motivation, commitment, and so on. It also highlights especially the cartoons and caricatures program, that reflect the role that play the prejudices that many people have to face when accessing to the labour market.

To reach their main objective, fight in favour of equality of opportunity and treatment, and management of diversity, Spanish Red Cross use different social marketing strategies, mainly based on humour as a means of impact and support.

This case study suggests a fruitful scenario to discuss the relevance of social marketing as a tool to carry out social innovation, especially in a context of economic crisis. In addition, it is an appropriate case to discuss issues such as if cross-sector partnerships or volunteering are key to success in their campaigns or projects.

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